

Auckland DHB Equity Deep Dive

Recommendation

That the Board receives the Auckland DHB Equity Deep Dive report for July 2019.

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Endorsed by: Chris Hutton (Acting Chief People Officer)

Kuputaka

Acronym/term	Definition
NZQA	New Zealand Qualifications Authority
nMnP	non-Māori non-Pacific

9.3

1. Executive Summary

“Te piko o te māhuri, tērā te tupu o te rākau - The way in which the vision is nurtured (bent), determines how the tree will grow.”

Auckland DHB is committed to achieving equity that is rights-based for Māori as Tangata Whenua and needs-based for our Pacific and other priority populations. To negate a systems-design that is fundamentally not conducive with the health and wellbeing of these minority populations, being explicit in nurturing this vision is vital to eliminating inequities and must be enacted through multiple deliberate approaches given the complexity of causation.

To enable all our employees to bring their whole selves to work and do their ‘life’s best work’, we must be intentional in addressing institutional racism and eliminating systemic barriers in order to build inclusive and culturally responsive processes and practices. It is through this, that greater advancement of attraction, recruitment and retention of our priority workforce groups will be achieved because we know, complimentary to the efforts of improving patient health outcomes, is having a workforce and leadership reflective of the communities we serve. This paper explores the activity that will determine how our ‘tree will grow’.

2. Introduction/Background

Eliminating healthcare inequities is a strong strategic focus at Auckland DHB and we are committed to ensuring our Māori and Pacific communities achieve equitable health outcomes.

With the increasing recognition of racism as a basic underlying determinant of ethnic inequities in health, eliminating institutional racism within both workforce development and service delivery is integral to achieving health equity.

There are two main focus areas for our work:

- 1) To develop Auckland DHB to be the employer of choice for Māori and Pacific Health professionals, and
- 2) To build capability within the whole workforce to reduce the inequity of health outcomes for the Māori the Pacific communities that we serve.

This includes an increase of Māori and Pacific employees, accelerating Māori and Pacific leadership, growing mātauranga Māori (Māori knowledge) at Auckland DHB, placing emphasis on valuing diversity of thought and thus truly building inclusive practices that do not require assimilation. Furthermore, encouraging all our staff to understand the socio-political context in which they deliver healthcare services, possessing cultural competence and taking a strengths-based approach to applying an equity lens and championing Māori and Pacific health is important to building organisational capability.

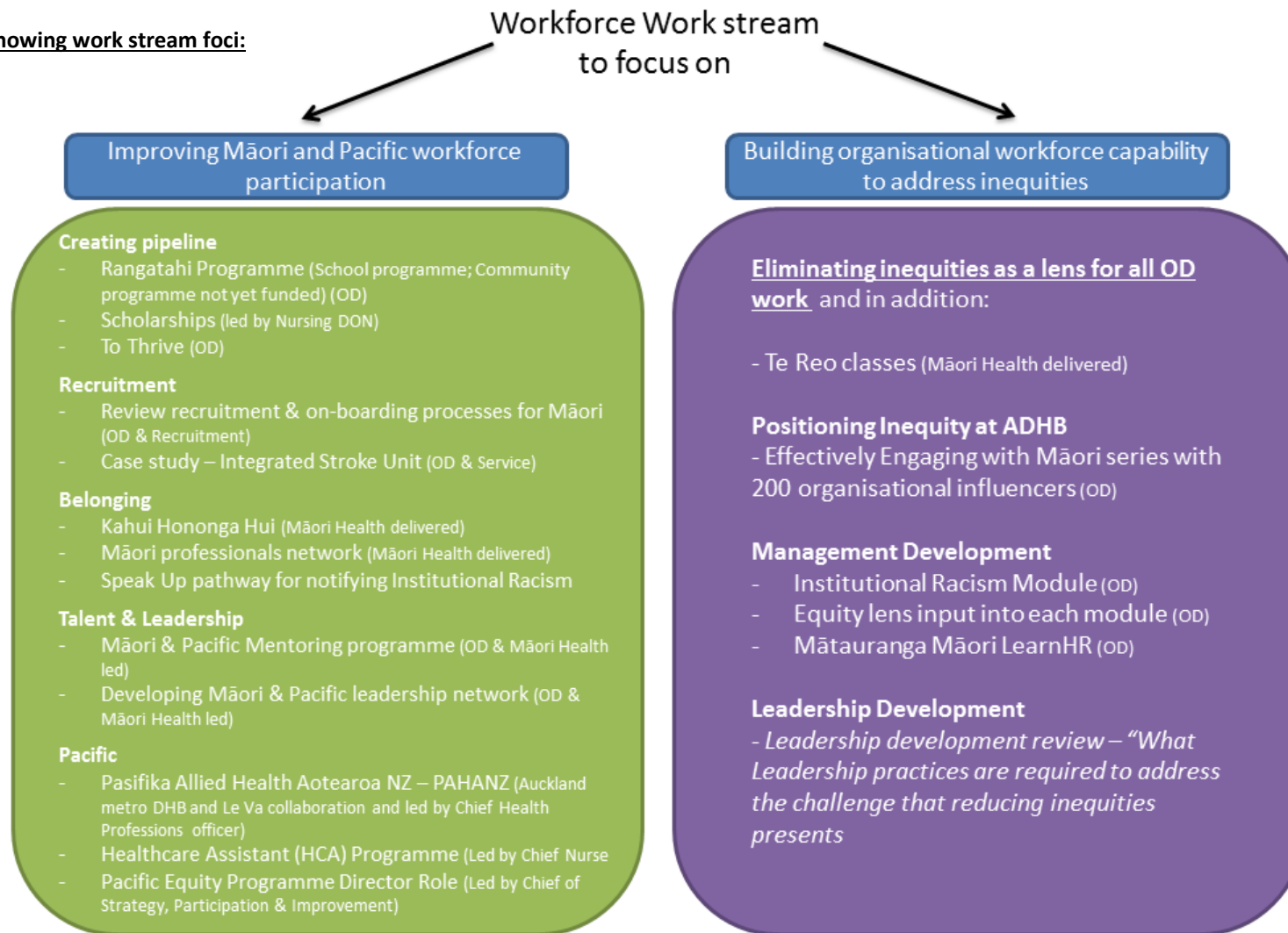
3. What our people are telling us

Independent ethnic reporting for the employee survey is new for 2018 and demonstrates Auckland DHB's commitment to learning from our Māori and Pacific employees with genuine intent to improve the inclusivity of our organisational culture and processes.

- The engagement score for Māori and Pacific employees were 77% and 79% respectively, and comparable to the overall organisation engagement score of 79%.
- There were great similarities between Māori and Pacific employees with regard to highly rated positive emotions being: Optimistic, Motivated, Happy and Proud.
- Māori employees reported more negative emotions of both high and poor rating than Pacific employees (Māori = Not respected, Ignored, Low, Isolated, Cynical/Frustrated, Stressed, Drained; Pacific = Low).
- Māori nurses showed an engagement score of 73%, lower than that of Pacific and non-Māori non-Pacific (nMnP) nurses who both scored 80% against the organisational engagement score of 79%. Participation of Maori nurses was slightly higher than that of Pacific and nMnP scoring 70%, 69% and 68% respectively.
- Whilst low across the board compared to the organisational score, for Senior and Junior Medical there was a significant difference in the engagement score of Māori and Pacific employees (39% and 36% respectively) versus nMnP who scored 46%. Participation was particularly low for Pacific employees at 57% compared to Maori and nMnP who scored 77% and 75% respectively.
- Allied Health Professionals showed somewhat comparable scores for engagement (Māori = 80%, Pacific 78% and nMnP 78%). Participation scores were also similar with Māori and Pacific scoring 88% and 85% respectively and higher than nMnP 81%.

4. Current state

Diagram showing work stream foci:



Showcase:

Rangatahi Programme to become “Tihi Oranga Programme”:

‘Tihi Oranga’ – Apex of wellness, a term gifted by Dame Rangimarie Naida Glavish – Chief Tikanga Advisor (Auckland DHB/Waitemata DHB) describes a holistic workforce development approach promoting whānau/iwi health, wellbeing and health literacy whilst illuminating pathways into health careers and employment. The move away from Rangatahi Programme is to also better reflect the stage in which one engages in exploring a career in health versus the age, our talent pool of prospective Māori and Pacific employees is too small to self-impose filters.

The recruitment process into the Organisational Development Consultant – Māori and Pasifika (1.0 FTE) which will largely be to manage the programme is currently underway. Additional resourcing is required to establish and pilot the community stream.

Tihi Oranga Programme		
Rangatahi stream <ul style="list-style-type: none">•Existing Rangatahi Programme•Secondary - tertiary - employment pathways into clinical careers	Business side of Health stream <ul style="list-style-type: none">•Non-clinical careers•Tertiary - employment pathways	Community stream <ul style="list-style-type: none">•Entry level employment skills•NZQA accredited unit standards•Establishment of talent pool <i>Proposed for development if funding can be secured.</i>

5. Future state

Nurturing our organisational vision requires a collective effort and championing from all levels across the organisation. For this reason, the Auckland DHB Equity Action Group is currently being scoped for the purpose of advancing local equity initiatives and prioritised activities.

Embedded throughout this work will be learnings from the Māori and Pacific employee engagement survey as well as information on the persona research by the Māori Health team.

With regard to plugging the gaps in our Māori and Pacific workforce development programmes, is the need to establish and pilot the Community Stream of the Tihi Oranga Programme - A New Zealand Qualifications Authority (NZQA) recognised health employment skills programme that will serve as a talent pool of work-ready NZQA accredited candidates seeking entry level employment opportunities at Auckland DHB.

6. Conclusion

In response to the DHBs strategic commitment to eliminating inequities and have a workforce reflective of our communities, our considered approaches can be broadly categorised into the two main focus areas of improving the Māori/Pacific employee experience and building capability of our staff within this space across the organisation.

From this, deliberate and intentional planning to identify and effectively address manifestations of institutional racism with the support of the Equity Action Group will encourage culturally responsive policies and practices within workforce and service development.